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Defense Travel System

Phase 3 Deployment Plan

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Document Approval Page

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1 PURPOSE

The Phase 3 Deployment Plan is intended for use by those installations that will not receive direct fielding, training, or setup support from the Program Management Office – Defense Travel System (PMO – DTS). The PMO – DTS is fielding the Defense Travel System in three Phases:

1. Phase 1: Pilot sites
2. Phase 2: Department of Defense-funded deployment of approximately 270 major installations.
3. Phase 3: self-supported deployment of DTS

The intent is for Phase 3 installations to be self-supported during the fielding process to the maximum extent possible. This support can come from the installation's parent organization, thru host-tenant agreements or through purchases of services from the PMO – DTS.

This document is a broad, over-arching guide to the deployment process. It identifies critical deployment activities, and broadly describes the steps necessary to complete the fielding process.

2 INTRODUCTION

The Defense Travel System (DTS) is the new standard for temporary duty (TDY) travel for the Department of Defense. The DTS provides travelers with an efficient, flexible mechanism for electronically arranging travel, making changes before or during the trip, and completing the post-voucher process. It also provides for paperless electronic routing, review, and approval of the associated travel and documentation.

Travelers gain the ability to:

- Input and update travel requests at their desk
- Review real-time availability and booking information for hotels, airlines, and car rentals
- Update travel preferences in a Personal Profile
- Input and digitally sign actual trip information
- Use actual trip information to prepare a claim
- Review the status of a trip record at any time
- Input and digitally sign supplemental information for a completed trip
- Receive quicker travel reimbursements

The Defense Travel Administration (DTA) and Authorizing Officials (AOs) will enjoy these benefits:

- Receive electronic trip records faster to speed approving process
- Routing of documents based on organization and type of action
- Track the obligation and expenditure of travel funds
- Automatically verify compliance with travel policy
- Electronically approve travel claims
- Increase productivity and record-keeping capabilities

And the Commercial Travel Office (CTO) will benefit from:

- Improved pre-trip information from the traveler to include authorization and accounting information
- Real-time interface with the Common User Interface (CUI) for non-connected travelers
- Automatic calculations of "should cost" data for air, hotel and rental car reservations
- Automatic traveler profile updates
- Automatic routing of trip documents through the traveler’s approval chain to the CTO
- Utilization of the same system by the traveler and travel agent

3 TRANSITIONING TO DTS

Occasionally, organizations may transition to DTS from either Defense Travel System – Limited (DTS-L) or Defense Travel System – Tailored (DTS-T). This document can be used, in whole or in part, to manage this transition to DTS.

3.1 Transitioning from DTS-L to DTS

DTS-L is a client-server application which installations may use to create travel requests, route and review travel requests, track organization budgets, and submit travel vouchers for payment. Personnel and organization data can be setup at the installation's discretion to meet their unique needs.

To place a travel request, travelers need to contact their Commercial Travel Office (CTO) and obtain current flight and hotel reservation data. Travelers then enter this data into their travel request in DTS-L, which they then submit for review to the appropriate person. DTS-L contains a static database with information, such as per diem tables, that is updated regularly by the Defense Travel Administrator.

The Defense Travel System incorporates additional functionality, such as connectivity to CTO data and communication with Defense Accounting and Disbursing Systems (DADS). Connectivity to the CTO allows travelers to view and select up-to-the-minute airline and hotel reservations, eliminating the need to call the CTO and then manually enter the data. Communication with the DADS allows for quicker voucher reimbursement, since voucher information is submitted electronically for reimbursement immediately upon certification.

Because of interconnectivity with external systems (CTO, DADS), and because the DTS is a DoD-wide system, the PMO-DTS (along with the Services and Agencies) has established policies and procedures for implementing DTS. These policies and procedures may be quite different from the standard operating procedures that DTS-L organizations have implemented on their own. Additionally, DTS has different infrastructure and security requirements than DTS-L. This document incorporates lessons-learned to help organizations transition to DTS as quickly as possible.

For this reason, the PMO-DTS recommends that all DTS-L organizations transitioning to DTS use this document in its entirety to guide them. Transitioning organizations need to adhere to the direction provided in this document, just as if they were a new DTS organization.

3.2 Transitioning from DTS – Tailored to DTS

Due to a variety of factors, organizations may choose to implement DTS without financial systems connectivity or Commercial Travel Office (CTO) connectivity. For example, the financial system that the organization uses may not be tested with DTS, or the CTO may be undergoing contractual renegotiations.

When an organization implements DTS without financial systems connectivity and/or CTO connectivity, the PMO-DTS refers to that instance of DTS as DTS-Tailored (DTS-T). The PMO-DTS assumes

that the DTS-T fielding effort incorporated the appropriate pre-implementation and implementation activities outlined in this document.

The DTS-T fielding effort should have included:

1. establishing roles and responsibilities (Section 5.1),
2. base infrastructure assessments (Section 5.2),
3. security certifications (Section 5.3),
4. personnel data downloads (Section 5.4),
5. financial systems connectivity (Section 5.5), if possible,
6. commercial travel office connectivity (Section 5.6), if possible,
7. training (Sections 5.7 and 5.8) of the available functionality,
8. business process engineering (Section 5.9) of available functionality,
9. setup (Section 6.1)
10. live process verification (Section 6.2) of available functionality
11. help desk setup (Section 6.4)

The DTS-T transition effort does not need to include every step of the original fielding effort, however a few of the activities need to be revisited.

Section 5.5 (Financial Systems Connectivity) has to be completed, if it was not completed in the original fielding effort.

Section 5.6 (Commercial Travel Office Connectivity) has to be completed, if it was not completed in the original fielding effort.

If the transitioning installation does not have CTO connectivity, Sections 5.7 and 5.8 (training) have to be revisited. Trainers and DTAs need to be trained on the new CTO functionality that will be available to them.

Section 5.9 (Business Process Reengineering) has to be revisited if financial systems or CTO connectivity is added. In both cases, business process will change and the site needs to identify how to best incorporate the new functionality.

Section 6.2 (Live Process Verification) has to be revisited, since both financial system and CTO connectivity need to be tested and validated.

Section 6.4 (Help Desk) has to be revisited, since help desk personnel need to be aware of the additional functionality will impact their workload.

The Site Lead may choose to revisit other pre-implementation and implementation activities, depending how complete the original Phase 3 fielding effort was. The Site Lead should review the entire Phase 3 Deployment Plan and determine, based on his knowledge of the organization, which activities needs to be revisited.

4 TOOLS TO AID IN FIELDING DTS

The PMO-DTS has developed a set of tools to aid in fielding DTS. The attachments section of this document also includes a Phase 3 Site Fielding Guide. The Site Fielding Guide is a 'checklist' of activities, with recommended latest finish times, which can be used with the Phase 3 Deployment Plan. The Phase 3 Site Fielding Guide is in Microsoft Excel, so it can sorted and modified as needed by site personnel.

Additionally, the PMO-DTS also provides the following documents for use with the Phase 3 Deployment Plan:

Documents	Location
Optional Services Catalog	http://www.defensetravel.osd.mil
IT Infrastructure Self-Assessment Guide	http://www.defensetravel.osd.mil
Phase 3 **Business Process Analysis Guide**	http://www.defensetravel.osd.mil
Phase 3 CTO Connectivity Guide	http://www.defensetravel.osd.mil
Phase 3 DADS Connectivity Guide	http://www.defensetravel.osd.mil
Phase 3 DMDC Download Guide	http://www.defensetravel.osd.mil
Phase 3 DTS PKI/CAC Guide	http://www.defensetravel.osd.mil
Phase 3 Help Desk Guide	http://www.defensetravel.osd.mil
Phase 3 IT Connectivity Guide	http://www.defensetravel.osd.mil
Phase 3 **LOA Setup Guide**	http://www.defensetravel.osd.mil
Phase 3 LPV Guide	http://www.defensetravel.osd.mil
Phase 3 Security Guide	http://www.defensetravel.osd.mil
Phase 3 Setup Guide	http://www.defensetravel.osd.mil
Phase 3 Training Guide	http://www.defensetravel.osd.mil

5 REQUIREMENTS FOR DEFENSE TRAVEL SYSTEM

For security and functionality reasons, the DTS interfaces with a variety of DoD and Service/Agency systems. The availability of some of these systems to connect with the DTS will prohibit, or at the very least limit, the implementation of DTS.

DTS provides users with the ability to digitally sign and approve travel documents. As such, the DTS is dependent on either Public Key Infrastructure (PKI) or Common Access Card (CAC) to enable the secure digital signature process. Sites that do not provide one of these systems to their personnel will not be able to implement DTS.

The **Phase 3 DTS PKI/CAC Guide** clearly defines DTS's digital signature requirements, and how PKI/CAC help DTS meet those requirements. [1] We recommend that sites implement DTS *after* CAC or PKI has been deployed, not at the same time.

The DTS interfaces with DoD financial and Service/Agency financial systems, known as the Defense Accounting and Disbursing Systems (DADS), as well as with Commercial Travel Offices (CTOs). Connectivity to financial systems allows DTS to verify and obligate budgets, as well as disburse funds to travelers. Connectivity to the CTO gives travelers the ability to schedule their travel plans based on real-time airline, hotel, and car rental availability.

If either of these systems is not available, DTS can still be deployed at the site. However, this functionality will not be available via DTS and users will not receive the full-benefit of using DTS. The site will have to develop work arounds to obtain and provide data to these systems. For example, if the CTO is not connected to the DTS, users will have to contact the CTO via telephone, and then manually input travel information into the DTS. Similarly, if connectivity to financial systems is not available, the site will need to export financial information from DTS and manually input it into the appropriate financial system. If the site chooses to implement DTS without connectivity to the CTO or financial systems, this configuration is called DTS Tailored.

Although it is not necessary, it is highly recommended that sites implement DTS when both the financial systems and the CTOs can be connected electronically to the DTS.

As noted above, it is absolutely necessary for sites to provide either PKI or CAC capability to travelers prior to using DTS.

[1] For more information on PKI please see PKI Program Office home page at http://iase.disa.mil/. For more information on the CAC please see the CAC home page at http://www.dmdc.osd.mil/smartcard/.

6 PRE-IMPLEMENTATION ACTIVITIES

Once an installation has verified that it meets the minimum requirements to implement DTS (i.e. availability of DADS [Defense Accounting and Disbursing Systems], CTO, CAC/PKI, etc), it needs to conduct a variety of pre-implementation activities necessary for a successful deployment.

The following sections identify the roles and responsibilities of persons involved in implementing DTS, as well as the major activities involved in deploying the system.

6.1 Roles and Responsibilities

The following is a list of roles and responsibilities necessary to field and sustain DTS at your site.

6.1.1 Program Management Office – Defense Travel System

The Program Management Office - Defense Travel System (PMO-DTS) responsibilities are outlined in detail in Memoranda of Understanding, which are established between the PMO-DTS and each Service and Agency.

For Phase 3 fielding efforts, the PMO-DTS will:

1. Provide a contract vehicle to allow installations to purchase fielding or training support.
2. Manage the DTS Tier 3 Help Desk to ensure efficient and effective operations.
3. Manage the software development process to include capturing and communicating enhancement requests.
4. Manage system operations to maximize system availability.

6.1.2 System Contractor – TRW

Under the direction of the PMO-DTS, TRW has responsibility to:

1. Enable user connectivity to the CUI for all activities worldwide.
2. Provide DTS Tier 3 Help Desk support
3. Provide training and setup assistance upon request via the Optional Services Catalog.

6.1.3 Services and Agencies

Each Service (and some Agencies) has appointed O-6 and O-8 level representatives to the DTS program. For Phase 3 fielding efforts, their offices will:

1. Provide overall guidance and assistance to Phase 3 sites fielding DTS.
2. Define Service or Agency specific business processes for DTS (as needed)
3. Coordinate connectivity between DTS and the DADS

6.1.4 Sites

In Phase 3, sites implementing DTS assume most of the responsibility for the success of the deployment effort. Some of the more important roles and responsibilities at the site level are:

6.1.4.1 Site POC

The Site POC has overall responsibility for the DTS fielding effort at his or her site. The Site POC will identify, schedule, manage, and ensure completion of all tasks necessary to field DTS. The Site POC will also appoint personnel to operational DTS roles (outlined in this section). Ideally, the Site POC will have attended a DTA class and a DTA Seminar prior to commencing the fielding effort at the installation.

6.1.4.2 Authorizing Official

The Authorizing Official (AO) in DTS has the responsibility for approving a traveler's request for TDY travel. The AO is appointed in writing, and has the legal authority to obligate funds in support of mission requirements.

6.1.4.3 Certifying Official

The Certifying Official (CO) in DTS has the responsibility for certifying vouchers for payment in accordance with DoD Policy. The CO is appointed in writing, and has the legal authority to certify funds for payment. COs can also be held pecuniary liable, in accordance with existing DoD policy.

6.1.4.4 Finance Defense Travel Administration

The Finance Defense Travel Administration (FDTA) in DTS has the responsibility for maintaining the Lines of Accounting (LOA) and budgets for organizations using DTS. More details of the FDTAs responsibilities and duties can be found in the Defense Travel System Finance Guide maintained by the PMO-DTS. The FDTA may be composed of one or multiple persons with similar responsibilities.

6.1.4.5 Lead Defense Travel Administration

The Lead Defense Travel Administration (LDTA) has the responsibility for maintaining and administering the DTS at the location. The DTA helps define roles and responsibilities for personnel (AO, CO, FDTA, etc.) during system implementation, and manages the day-to-day activities during system operations.

6.1.4.6 Organization Defense Travel Administration

The Organizational Defense Travel Administration (ODTA) has the responsibility for assisting the LDTA maintain and administer the DTS at the location. The ODTA manages the day-to-day activities for his/her organization, and help support users with his/her DTS expertise (Tier 1 or Tier 2 Help Desk).

6.1.4.7 Accountable Officials

The Accountable Officials involved in the travel management process are located at various control points within an organization. The positions of Authorizing Officials, Certifying Officials, and Finance Defense Travel Administration (FDTA) shall be designated in writing as Accountable Officials in the

management of the TDY travel process as prescribed in the DoD Financial Management Regulation Volume 9 Chapter 2. Responsibilities of these officials are described separately below.

6.1.4.8 Transportation Officer

The Transportation Office (TO) provides technical direction, management, and evaluation of the traffic management aspect of the DoD passenger transportation program within the assigned geographic area of responsibility.

6.1.4.9 Local Registration Authority

The Local Registration Authority (LRA) issues PKI software certificates to users in support of DoD's digital signature initiative.

6.1.4.10 Verifying Official

The Verifying Official (VO) issues Common Access Cards (CAC) to base personnel in support of the DoD's digital signature initiative.

6.1.4.11 Budget/Finance

The Resource Manager, or finance office will:

1. Obtain digital signature and confirm that the budget/finance role has been assigned.
2. Ensure proper Lines of Accounting are being loaded into the DTS.
3. Establish and confirm the budget module for assigned organizations.

6.1.4.12 Designated Approving Authority

The Designated Approving Authority (DAA) formally assumes responsibility for operating a system at an acceptable level of risk. This term is synonymous with Designated Accrediting Authority and Delegated Accrediting Authority.

The DAA must continuously review the system for compliance with the System Security Authorization Agreement (SSAA).

6.1.4.13 Traveler

The Traveler assumes the following responsibility:

1. Maintaining an up-to-date traveler profile in DTS
2. Submitting valid and accurate travel requests
3. Submitting valid and accurate vouchers
4. Maintaining all travel records for a minimum of 75 months

6.2 Base Infrastructure Assessment

6.2.1 Description

Sites must conduct an assessment to verify the health of the their information technology infrastructure. Sites have the option of purchasing a Base Infrastructure Assessment (BIA) analysis from the PMO-DTS via the **Optional Services Catalog**, or they can conduct a more limited analysis using the **IT Infrastructure Self-Assessment Guide**.

This limited analysis helps the Site POC estimate the impact that DTS will have on the existing site infrastructure and identify any improvement needs. The **Phase 3 IT Connectivity Guide** identifies connectivity requirements (IP addresses, ports, firewalls, etc) to connect the DTS software at the site with the DTS Regional Data Processing Center (RDC) in Fair Lakes, Virginia.

Sites should use both documents to determine the health of their network, as well as to determine any connectivity requirements for DTS.

6.2.2 Timing

This activity should occur 90-150 days prior to achieving Initial Operating Capability (IOC). Improvements (if needed) in the base's infrastructure may have long lead-time items, and need to be coordinated prior to using DTS in a production environment. Any system upgrades would be the responsibility of the Service or Agency, in coordination with DISA.

6.3 Security Certification

6.3.1 Description

Phase 3 sites should be aware of any certifications needed to implement DTS at their location. In addition to Service/Agency and Command certifications, sites may also need to get approval from their site information management office before deploying DTS. The Service/Agency office may provide assistance in determining Service/Agency or Command requirements, but the site should be aware of local software restrictions.

The **Phase 3 Security Guide** will help identify some, but not all, certifications that have been required in the past.

6.3.2 Timing

This activity should occur 180-days prior to achieving IOC. Security certification at the site, command, and service levels often has long lead-times, and can have an immediate negative impact if not coordinated correctly.

6.4 Personnel Data Download

6.4.1 Description

The Site POC needs to obtain personnel data that will be used to establish traveler profiles in DTS. Although there are many sources of personnel data, the most complete source of data is the Defense Manpower Data Center (DMDC). The data provided by DMDC combines personal information (name, rank, address, etc) with financial information (checking account numbers, bank routing numbers, government credit card numbers).

If sites choose to use the DMDC, the **DMDC Download Guide** describes the process of requesting information from DMDC.

6.4.2 Timing

Depending on the population of the installation, this activity should end at least 3 weeks prior to Setup, and sometimes earlier. Sites should have enough time to receive the data from DMDC and check it record by record (person by person) before beginning the Setup process.

6.5 Financial Systems Connectivity

6.5.1 Description

The Site POC through their Service or Agency office will communicate the site DTS implementation schedule to the Defense Electronic Business Exchange (DEBX). This coordination allows the DEBX to make the appropriate updates to their systems to allow for communication between DTS and the appropriate financial systems.

The **Phase 3 DADS Connectivity Guide** provides guidance as to how to manage the communication with the DEBX.

6.5.2 Timing

Communications with DFAS should commence at least 120 days prior to achieving IOC, to allow enough time for DISA and the DEBX to make changes necessary to accommodate the DTS implementation effort.

6.6 Commercial Travel Office Connectivity

6.6.1 Description

The Site POC needs to communicate the DTS implementation schedule to the Commercial Travel Office (CTO). The CTO has to prepare for DTS connectivity, and should be aware of the DTS implementation schedule from the very beginning.

The **Phase 3 CTO Connectivity Guide** provides guidance as to how to manage the communication with the CTO.

6.6.2 Timing

Communications with the CTO should commence at least 120 days prior to achieving IOC, to allow enough time for the CTO to make changes necessary to accommodate the DTS implementation effort.

6.7 Defense Travel Administration Training

6.7.1 Description

The Site POC may request a Defense Travel Administration (DTA) class from the PMO-DTS via the **Optional Services Catalog**. The training class may be requested for a single installation, or may be requested for multiple organizations willing to share the cost of training. In some cases, the Service or Agency travel reengineering office may purchase a DTA training class and make it available to their organizations.

The **Phase 3 Training Guide** describes the types of training available, and will help the site identify their training requirements.

6.7.2 Timing

The DTA Class is a 4-day class with capacity for 20 students. It is recommended that Organization and Lead DTAs attend a DTA class prior to beginning Setup activities. Most classes in the **Optional Services Catalog** require 180-days lead-time.

6.8 Train-the-Trainer Training

6.8.1 Description

The Site POC may request Train-the-Trainer Training from the PMO-DTS via the **Optional Services Catalog**. The training class may be requested for a single installation, or may be requested for multiple organizations willing to share the cost. In some cases, the Service or Agency office may purchase a TTT class for the organization(s).

The Site POC may use other sources for Trainer training. For example, the Service or Command may have personnel who are equipped to train Trainers at Phase 3 installations. Regardless, the **Phase 3 Training Guide** describes the types of training assistance provided by the PMO-DTS, and helps the site identify their training requirements.

6.8.2 Timing

The TTT Class is a weeklong class with capacity for 40 students. TTT instructors can train 20 students every two-days. It is recommended that trainers attend a TTT Class prior to using DTS. Most classes in the **Optional Services Catalog** require 180-days lead-time.

6.9 Traveler Training

6.9.1 Description

The Site POC needs to identify the appropriate training methodology for Travelers at the site. The Site POC may use the Train-the-Trainer approach, where a core set of personnel is trained by the PMO. These personnel are subsequently responsible for training the remaining personnel at the site.

The Site POC may use other methods to train travelers at the site. Regardless of the methodology, the Site POC is responsible for ensuring that Travelers receive the appropriate training. An excellent source of training advice is the Service or Command that is sponsoring the site's fielding effort.

6.9.2 Timing

Traveler training will be a continuous activity at the site, as personnel arrive and exit the installation. The Site POC should be prepared to conduct training sessions on an indefinite basis. However, some personnel will have to be trained prior to IOC, so that some personnel will be able to validate/test the system.

6.10 Business Process Reengineering

6.10.1 Description

The Site POC may request a Business Process Reengineering (BPR) analysis from the PMO-DTS via the **Optional Services Catalog**. The BPR helps the site define their current workflow, identify opportunities for improvement, and establish the new DTS workflow.

6.10.2 Timing

The BPR Analysis is a weeklong session and should occur prior to Setup. Most activities in the **Optional Services Catalog** require 180-days lead-time.

7 SYSTEM IMPLEMENTATION ACTIVITIES

System implementation is dependent upon successful completion of key pre-implementation activities:

- Personnel data download and review
- Business process analysis
- DTA training
- DADS and CTO connectivity

These activities are used to develop traveler profiles, as well as to develop organization data such as document routing lists, budgets, reports, and document review/approval procedures.

7.1 Setup

7.1.1 Description

Data setup is the stage where the site prepares both personnel and organization data for upload into the DTS. This establishes traveler profiles, as well as the site's reporting, budgetary, and document flow procedures.

The **Phase 3 Setup Guide** describes in detail the steps to organize and upload the data into the CUI.

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7.1.2 Timing

The length of Setup activities depends on the size of the installation and the number of resources dedicated to the effort. Please consult with your S/A representative to learn how other organizations have conducted setup and how long it took them.

7.2 Live Process Verification

7.2.1 Description

Live Process Verification (LPV) is the process for validating traveler profiles, routing lists, and/or connectivity to external systems. The **Phase 3 LPV Guide** provides test scenarios that simulate a variety of live travel requests. The scenarios are designed to test sites specific configurations of DTS functionality (budgets, routing lists, reporting, etc), as well as external functionality. Before a site can test connectivity to external systems (DADS/CTO), the site must have coordinated with the appropriate organization (DISA, DEBX or CTOs) to establish connectivity.

The **Phase 3 LPV Guide** provides a detailed description of how and when to conduct LPVs.

7.2.2 Timing

LPVs occur after Setup and immediately prior to achieving IOC. Sites should generally allocate 1 or 2 weeks to test the scenarios included in the **Phase 3 LPV Guide** and to make any adjustments identified during this time period.

7.3 Initial Operating Capability

Initial Operating Capability (IOC) occurs when LPV indicates that the system is ready for live travel. Not all travelers may be trained, or even added to the system. However, travelers that have been trained and are in the system should be able to use DTS to plan and conduct travel.

7.4 Help Desk

The site needs to define the structure and scope of the site help desk to assist users after achieving IOC. The **Phase 3 Help Desk Guide** will explain how the DTS Help Desk operates, and how the site should structure its local help desk to complement the DTS Help Desk operations.

8 REFERENCES

The following websites were referenced in this document.

Websites	Location
Common Access Card (CAC) Program Office Home Page	http://www.dmdc.osd.mil/smartcard
DTS Website	http://www.defensetravel.osd.mil
PMO-DTS Website	http://www.dtic.mil/travelink/
Public Key Infrastructure (PKI) Program Office Home Page	http://iase.disa.mil

9 ATTACHMENTS